



Implementation Phase Final Report 6/10/09

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Executive Summary

OSUL 2013 is a grassroots planning initiative created to guide OSUL as we adapt to the changing information and education environment. The Implementation Phase centered around a series of projects (p. 3) and the creation of a long-term plan for OSUL (p. 4). The plan consists of OSUL's Vision and Mission Statement, along with five high-level goals.

The continuation of the progress made so far depends on broad support for the goals of the long-term plan (Library as Commons, Empowered Staff and Focused Leadership, User-Centered Organization, One Library System, and Leadership in Scholarly Communications), and continued support for and participation in the next phase (proposal on p. 7).

OSUL 2013 Overview

OSUL 2013 is a grassroots planning initiative created to guide OSUL as we adapt to the changing information and education environment. Unlike most library planning initiatives, which are strategic in nature, 2013 is focused on organizational change. Our goal is to change the culture of OSUL to one that is more collaborative, innovative, and ubiquitous, and is focused broadly on assessment and scholarly communication.

The process began with a full-day planning workshop on April 1, 2008, attended by 35 OSUL faculty and staff. It continued through the summer of 2008 with the work of five Task Forces, which produced a vision for the Libraries and a wealth of ideas.

Implementation Phase

In fall of 2008, the Implementation Team and Community formed to start making the Task Forces' ideas a reality.

Implementation Team

Charge

The Implementation Team is the leadership team for this next phase of the process. They will engage in marketing and planning, and will serve as project managers for implementation of programming ideas for the next six months. Duties will be to:

- Establish a forum for feedback pertaining to the previous stage of the process (Task Forces)
- Develop an action plan with a time-line for change
- Assist in marketing the OSUL guiding principles (assessment, collaboration, innovation, scholarly communication, ubiquity)
- Coordinate monthly meetings with the Implementation Community
- Plan and coordinate teams and projects
- Propose next steps

Membership

Betsy Blankenship, Judy Cerqua, Thomas Cetwinski, Maureen Donovan, Linda Gonzalez, Dan Noonan, Melanie Schlosser, Eric Schnell, Cheryl Stojak

Implementation Community

Charge

Serve as a base of support for the Implementation Team. They will act as a sounding board and a source of new ideas, as well as a pool of potential volunteers and leaders for project work. Duties will be to:

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- Meet monthly with Implementation Team
- Provide ideas and feedback
- Serve as volunteers for ad-hoc teams and projects

Members

Morag Boyd, Lisa Chiong, Tschera Connell, Miriam Conteh-Morgan, Nancy Courtney, Karen Diaz, Michelle Drobik, Anne Fields, Ruth Gallegos-Samuels, Henry Griffy, Kevlin Haire, Sharon Holderman, Cheryl Lowery, Cheryl Mason-Middleton, Amy McCrory, Marilyn Miller, Mary Neno, Nancy O'Hanlon, Russell Schelby, Thomas Sneed, Kathy Webb, Ruth SESCO, Brian Stamper, Rocki Strader, Bill Young

Projects

Adoption of Appreciative Inquiry Process

Goal: taking concrete steps at OSUL toward implementing Appreciative Inquiry (AI), an approach to change management.

Activities:

- Liaison with the Assessment Committee.
- Appreciative Inquiry Learning Community (AILC), a group that met bi-weekly during Feb 18 ~ May 6. Readings that were discussed are listed on the AILC page: [https://carmenwiki.osu.edu/display/libraries/Appreciative Inquiry Learning Community](https://carmenwiki.osu.edu/display/libraries/Appreciative+Inquiry+Learning+Community)

Library Labs

Goal: to create a presence where services in the early development stages can be promoted and customer feedback obtained. The process used is one of agile service development – where it is all right to make partially developed services public.

Activities:

- Created the concept and implemented the Library Labs site in 90 days
- Posted 5 lab items between April-June.
<http://library.osu.edu/blogs/labs>

Online Suggestion Box

Goal: create an online suggestion box to listen and respond to customers in a timely manner.

Activities:

- Expanded structure of online suggestion box to include additional feedback and contact needs.
- Created a proposal to submit to IT for inclusion in the new OSUL website structure (6/19/09).
- Will continue to collaborate with new website structure and timeline for implementation.

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Organizational Knowledge

Goal: to develop a system for determining what responsibilities each department/unit has, how those responsibilities are executed, and how we effectively communicate these amongst our colleagues, to enhance our appreciation of who we are and what we do

Activities:

- Development of a web-based interactive org-chart that contains abstracts of unit responsibilities, projects, etc.
- Promotion of the use of digital storytelling for departments/units to communicate their roles within the Libraries and OSU
- Recommendation that OSUL Communications create a regular column in News Notes and/or the Staff website that features a different department/unit, providing a greater awareness of the various functions and jobs at OSUL
<https://carmenwiki.osu.edu/display/libraries/Organizational+Knowledge+-+Department+Info+Column>
- Recommendation that OSUL Human Resources investigates and develops a procedure and process that provides, in a regular and timely fashion, service dates/work anniversary dates to all supervisors to allow them to recognize and acknowledge individual staff contributions to OSUL on an annual basis
<https://carmenwiki.osu.edu/display/libraries/Organizational+Knowledge+Project+-+Recognizing++Staff>
- Recommendation that OSUL Human Resources investigates and develops an on-going orientation for all new staff and faculty
<https://carmenwiki.osu.edu/display/libraries/Project+-+Organizational+Knowledge>

Long-Term Plan

The long-term plan developed by the Implementation Team and Community is not a strategic plan. It is, rather, a guide for the Libraries as we move toward our original goal: exemplifying the guiding principles that came out of the April 1 planning day (Assessment, Collaboration, Innovation, Scholarly Communication, and Ubiquity).

Format

The content of the plan was conceived as a 'pyramid,' with the existing OSUL Vision and Mission Statement at the top, moving down through goals, objectives, and finally projects. While the plan does not specifically address all of the roles and tasks of the Libraries, we recognize their value and encourage the Libraries' faculty and staff to apply the principles embodied in the plan to their jobs. We used the existing **Vision and Mission Statement** to ground the plan in the work of previous groups and the values we hold as an organization.

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A sub-group of the Implementation Team generated high-level **goals** from the common threads in the Task Force reports. These were widely distributed and were discussed at open Community meetings, and we are confident in recommending their adoption.

We worked with the Community to brainstorm **objectives**. Rather than select specific objectives to be accomplished in the coming year, we have included the entire list in an appendix. Recognizing that work in these areas is guided by the interests and skills of the people who choose to participate, we want to leave options open for the next group and for the Libraries as a whole. The objectives listed have not been vetted for practicality or measurability. We trust that an idea that seems unrealistic or undesirable to one person may serve as a source of inspiration to another, and we appreciate the contributions of all participants.

Recommendations

The responsibility for implementing the plan falls to every Libraries employee. The ultimate goal of the 2013 process is to change OSUL's culture. For this effort to be successful, it will require participation by faculty and staff in all areas and at all levels. We encourage individuals and units to think about how the goals apply to them, and to take initiative when presented with an opportunity to further them. There are, however, two groups in particular whose support is needed for the plan to succeed.

Executive Committee: As demonstrated by the Appreciative Inquiry initiatives studied by the AI learning group, cultural change cannot take place without grassroots participation, but it is equally dependent on leadership at the highest levels of the organization. Support from OSUL's Executive Committee is crucial. We ask the members of Exec to support the 2013 initiative and the long-term plan, first, by encouraging their faculty and staff to participate. This encouragement could be as simple as an email, or could consist of scheduling accommodations and release time for staff members who want to work on projects. We also encourage the members of Exec to read and understand the goals of the long-term plan and to apply them to their own work.

2013 Working Group: The group we are proposing for the next phase of the process (see next section) would have a dual role in implementing the plan. First, the group would encourage new projects and facilitate existing ones. Second, the group would be responsible for assessing the Libraries' progress toward the goals.

Vision

To be a world-class library system by providing outstanding resources and services.

Mission

- The Ohio State University Libraries are committed to meeting the diverse and changing information needs of the University's students, faculty, staff, and to participating in resource sharing programs throughout Ohio and the world.

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- The Libraries' facilities, collections, services, instruction, and scholarship contribute to the University's attainment of excellence in teaching, research, and service.
- To these ends, the Libraries collect, create, organize, manage, preserve, and provide access to information sources, and foster an environment conducive to academic inquiry, scholarly communication, creative achievement, and lifelong learning.

Goals

Library as Commons

We will...

- Coordinate information resources, such as tools, expertise, and collections
- Support interdisciplinary teaching and research
- Provide physical and virtual space for collaboration and communication

Empowered Staff and Focused Leadership

We will...

- Encourage staff and faculty to take initiative
- Continually develop competencies in priority areas
- Empower staff and faculty to assess and to innovate

User-Centered Organization

We will...

- Make decisions based on the needs of our current and potential users
- Rely on data, both quantitative and qualitative, in identifying those needs

One Library System

We will...

- Adopt shared goals
- Facilitate and encourage communication and collaboration between individuals and units
- Strive for transparency in decision-making

Leadership in Scholarly Communications

We will...

- Lead innovative efforts in the creation, distribution, and management of scholarship in all formats

Proposal for Next 2013 Group

(The working name for this group is the OSUL 2013 Working Group, but the group is invited to come up with a more appropriate name for itself.)

Time frame

The group will begin in August 2009 and continue throughout the fiscal year.

Why another group?

- To continue the 2013 process of grassroots organizational change, using the model of collaboration and project-based work, and developing the values identified and explored by earlier phases of the 2013 process through reading and discussion.
- To serve as a peer source of information and support for OSUL staff and faculty interested in pursuing innovative projects
- To test and promote an appreciative model for group-based work based on facilitation, encouragement, and constructive feedback
- To further the Libraries' desire to function as one library system by bringing together faculty and staff from different areas
- To tap into unrealized potential in OSUL's faculty and staff

What would the group do? (Charge)

- Meet regularly (at least monthly) for discussion and consultation, learning and following appreciative principles
- Solicit and facilitate new and existing 2013 projects
- Assess the Libraries' progress toward the goals outlined in the long-term plan, both within the group's activities, and in the libraries as a whole. (We suggest that they coordinate with the Assessment Committee, perhaps by having a representative of the Committee involved in the working group.)
- Propose the next phase of the 2013 process

Membership

- Membership in the group will be open to all OSUL faculty and staff. Members do not need specialized expertise or experience, but should be willing to learn facilitation skills and extend their knowledge of OSUL and the University in order to serve as a resource for others.
- The Implementation Team is willing to extend its work by another month to solicit members for the new group and facilitate its creation. We recommend a call go out for volunteers via email, and a brief application form is distributed. The purpose of the application would not be to select members (membership is open), but rather to orient prospective members to what the group is about, and gather information on projects and topics for the group to focus on.

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Leadership

The group will need a coordinator or facilitator who is responsible for scheduling and facilitating meetings, and other coordination as necessary. The new group will be responsible for choosing its own leader, but the Implementation Team will help with recruiting an appropriate person, if necessary. Linda Gonzalez has offered to facilitate the first meeting to allow the group a chance to appoint a coordinator and decide on a course of action.

Resources

We recommend that the group receive training in facilitation and appreciative interaction. Otherwise, the only resource needed is the support of the Executive Committee and other supervisors for staff and faculty who want to use some of their work time to participate.

Appendix A: Objectives Brainstorm

Goal: Library as Commons

We will...

- Coordinate information resources, such as tools, expertise, and collections
- Support interdisciplinary teaching and research
- Provide physical and virtual space for collaboration and communication

POSSIBLE OBJECTIVES

Promoting

Enhanced promotion and branding

Increase efforts to create awareness of our content, so users can discover it

Be a source of shareable software throughout the university.

Better promotion of our reference services

Utilize the OSUL website reference resource for general OSU resources

A café in every library

Establish a position to coordinate the concept of “Library as a hub”

Enhance the empowerment of subject librarians as liaison to subject departments

Collaborating

Explore opportunities to collaborate with various campus units and to develop partnerships on campus

Extend the library’s activities into today’s participatory culture; provide opportunities for knowledge creators and users to meet, collaborate, etc

Establishing dedicated collaborative workspaces at all library locations where practical

Establish a tighter more formalized integration with the Office of research and researchers when developing grant proposals including the identification of a role for librarians

Communicating

Develop and enhance communication channels through more resources

Commitment to staff training and awareness services standards

Identify needs for virtual collaboration and communications spaces

Teaching and learning

Enhanced entry level (freshmen) bibliographic instruction

Expand “Click-IT” to the whole OSU Community

Applying the “Digital Union” philosophy of integrated teaching/learning/technology to library services

Expand digitization programs (see ARL)

Develop a robust IT infrastructure

Goal: Empowered Staff and Focused Leadership

We will...

- Encourage staff and faculty to take initiative
- Continually develop competencies in priority areas
- Empower staff and faculty to assess and to innovate

POSSIBLE OBJECTIVES

Assessment

- Begin adopting Appreciative Inquiry in the review process
- Continue Appreciative Inquiry process
- Standardize assessment tools for new projects – able to fast start and fast fail. (AI principles applied here)

Communications

- Do digital stories of jobs – keep inside the firewall for all staff to see – publish if permission given.
- Establish better metrics for management communication to staffFilter for information – like a morning newspaper, only read what you need to know about.
- Set the intranet as the homepage? Increase the amount of face to face communication – especially on the department level
- Items of interest and critical information is posted across departments consistently
- One stop for locating needed equipment – i.e. the plotter in SUL is now moving to SEL – who would know that? How to disseminate that information

Empowering Staff

- Create a process for staff to request time to work on an innovative project (somehow tied to seed fund proposal?)
- Develop and encourage management to recognize How staff feel empowered:
 - Training
 - More consistency across organization
 - Specific to job duties as well as enrichment
 - Managers all trained in same techniques
 - Better people skills
 - Listened to
 - Opinions valued
 - Trusted

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- Have appropriate tools and leadership
 - Freedom to adapt work to individual as long as outcomes are met.
 - Allow staff to fail or succeed with initiatives
- To empower staff – knowledge is a key
 - Consider job swaps or shadowing
 - Have TS people work off and on at public service desk/ Have Public service staff work behind scenes. Job swapping is voluntary – can do across organization
- Give all staff the opportunity to submit ideas/designs for marketing the Libraries
- Separate Empowered Staff from Focused Leadership
- Staff need to view issues, challenges systemically, across the organization

Human Resources

- Continue to promote job realignment: better use of
 - Time
 - Skills
 - Personnel
 - Resources
 - Equipment
- Create a better recognition program for initiatives – not just bonuses; recognize staff at staff meetings, on blogs, News Notes, etc.
- Feedback on manager performance from staff

Leadership

- Better decision making from leadership – decision tree
- Better support for grants (need something more specific as an objective)
- Clear expectations from Leadership to Managers to Staff includes transparency.
- Expectation of Leaders
 - That they lead – set examples
 - Willing to revise long held opinions
- Leaders vs. managers –(has to do with management style – should be more consistent across the organization)
- Separate Empowered Staff from Focused Leadership

Planning

- Better strategic planning and groundwork development, so we can move quickly to take advantage of opportunities
- New Tech adoption and use:
 - Allow for use of new tech – yammer, twitter, linked-in
 - Help fill in gaps via training and workshops, brownbag sessions
- recognize that technology is often a “can’t win situation”
- Streamlined approval process for demonstration projects and initiatives.

Goal: User-Centered Organization

We will...

- Make decisions based on the needs of our current and potential users
- Rely on data, both quantitative and qualitative, in identifying those needs

POSSIBLE OBJECTIVES

Research and Communication

- Create student advisory (or faculty/student) board for OSUL
- Develop plan for improved engagement with the University community
- Use ethnographic research (user studies) for information-gathering from the University community for use in recommending/designing library services aimed at improved user experience (similar to XC)
- 'Define' users based on roles and relationship to institution
Having a good idea of who our users are and what their goals and needs are will go a long way in helping us make informed decisions about how we delegate our receding resources. Several mentions were made about corollaries in the business world: a retail store helps base its offerings on the needs of its customers, and spends a great deal of effort on discovering that information.
 - Could be part of the AI process
- Use more qualitative data collection methodologies
 - Ethnography
 - How are things being used?
- Blue ocean strategy: what are opportunities based on strengths (AI process?)
Again, how do we assign our resources? As an organization, what are we the best at? What can we offer that no-one else can, in the University, in the State, in the World? SWOT analysis would be appropriate.
- Balancing qualitative and quantitative data in decision-making

Content

- Assessment Committee could create
 - Library data warehouse
 - Portal?
This could also dovetail with the Library as Commons theme in offering a service to the University, and eventually the Community
- ID of other data stores

There was some talk of a University effort to create a referential repository of the data stores located around campus. If that was the case, we would participate in that rather than create our own system. The library should be thought of as a primary resource for

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the organization of this sort of information. [Nancy's Note: Actually I think the project described above is outlined in the new CIO Strategic Plan, with regard to campus data stores. In my view the Library data warehouse/portal concept applies only to library-related data, which is widely scattered throughout our organization and difficult to find, to make it more accessible for our own uses. If it gets folded into something bigger later, that's good too, but we shouldn't get hung up on the technology aspect of it now. We would certainly benefit from consultation with the CIO Office while in development.]

- Copies of syllabi
This may be already in progress somewhere on campus, if so we should reference and/or participate.
 - Knowledge of programs
 - Analyze

Education

- Develop programs aimed at helping users with organizing information, coping with information overload, etc.
- Develop and use a peer tutoring model

Goal: One Library System

We will...

- Adopt shared goals
- Facilitate and encourage communication and collaboration between individuals and units
- Strive for transparency in decision-making

POSSIBLE OBJECTIVES

Culture

- Develop a culture in which transparency is the norm (published minutes of meetings, etc)
- Make it easier for everyone to find library documents (intranet, department web sites, J drive, etc)
- Develop projects that create a sense of respect and value for library staff/faculty members' contributions – oral histories? Other kinds of documentation? – so everyone can see how interconnected the system is (and has been)
- Periodic re-orientation for current employees
 - Piggy back off of the New employee orientation
 - Timely Communications; more use of Web 2.0 (3.0?)
- Better videoconferencing
 - video streaming?
 - Webcams in conference rooms
- Change/improve NewsNotes w/ a better feeder system for information
- Centralized news source (compilations of important stuff)
 - Highlights of meetings, etc, to have collection of important things (like Dispatch's 'speed read')
- Message boards (forums for work- or non-work-related ideas)
- RSS feeds
- Staff intranet – improve as communication tool
- Glossary of terms and acronyms for projects that are being discussed –[This already exists - expand and update <http://library.osu.edu/sites/staff/glossary.html>] Make more accessible, make searchable
- More organized grapevine
 - Communication tool to eliminate duplication of effort

Objective: Include everyone

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- Ensure participation by branches – make sure new ideas/resources/etc. will work for branches
- Committee branch liaisons – person would invite branches to include one of their own as a representative when committees are formed

Structure

- Revamping of committee system;
- Create or appoint an Ombudsman
- Collaborate wisely
 - More collaboration/cohesion with other library systems
 - Create a position to facilitate and coordinate collaborative projects: Collaboration coordinator

Leadership in Scholarly Communications

We will...

- Lead innovative efforts in the creation, distribution, and management of scholarship in all formats

POSSIBLE OBJECTIVES

Adopt/embrace changes in scholarly communications

Library faculty take stand on open access

Expand awareness of “new model publications” on OSU campus, as they continue to emerge (phase of near-constant change)

Monitor evolving peer review systems in various fields through ongoing dialogs with faculty

Influence valuation of new forms of SC in P&T decisions

Help eliminate silos of scholarship

Formal and informal SC

Social media

Preprints

Conferences

Ask faculty what is their primary scholarly communication need

Publish four new journals in 12 months

Achieve/promote 100% e-reserves management

Increase distribution of scholarly events in the Libraries

Collaboration

Expand program of copyright education for the campus (workshops, etc.) (The unit that does these, in addition to e-reserves and other activities, is currently stretched thin.

More help will need to be assigned to them in order to make this happen.) Establish office of publishing consultation for faculty (akin to copyright office)

Be standard/central destination for researchers (improve standing in surveys)

Use ethnographic research techniques to develop deeper, more up-to-date understanding of researcher behavior and work practices Increase collaborations with existing organizations: writing center, IRB, Centers, etc.

Identify existing scholarly communication throughout OSU

Facilitate research

Involve community in discussions about SC

Changing norms & culture

Rewards

Create objectives about new forms of SC

Encourage alternative funding/ make funding sources clear

- Provide people and money

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- ID alternative sources of funding
 - Grants
 - Depts
 - GAA
- Come up with decision-making processes
 - Prioritization
 - Transparency
 - Coordination of goals

Instructional role (inform and market)

- Rights issues
- What is scholarship?
- Gather evidence of the value of all forms of SC
- Facilitate the interoperability of data
- Semantics, vocabularies, ontologies, linked data
- Being expert at these concepts to provide data-encoding consultations
- RDF
- Increase opportunities for extended undergraduate research (longer than a quarter)

Publicly recognize contributions that are made to scholarly communications.

Appendix B: Evaluating the Implementation Phase

The Implementation Team provided a space on the wiki for participants to evaluate the Implementation Phase, including what elements were most valuable to them personally, and what they would suggest for future phases.

The brainstorming sessions in the Community meetings were seen as particularly useful by the participants. They also appreciated the opportunity to work with colleagues from different Libraries and campuses, and to learn more about OSUL. In the words of one participant, “I’ve met people who really care about the Libraries and aren’t here just doing a job. That gives me hope that OSU will be able to boast of a truly exceptional library system by 2013.”

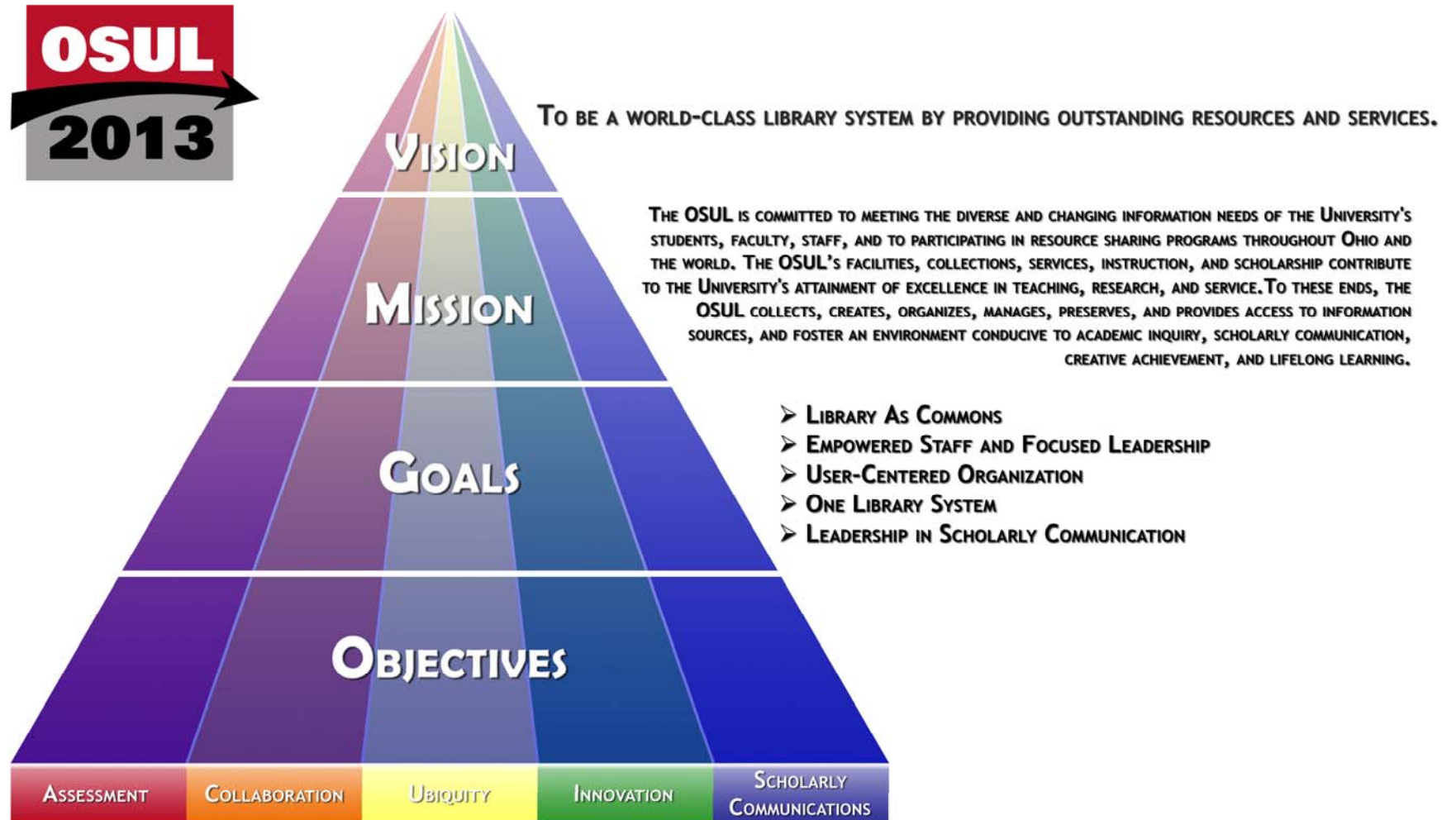
Participants were most concerned with the need for broader involvement by the OSUL community, and the lack of support from supervisors was seen as the biggest barrier. Participants suggested including project work in annual evaluations, as well as more involvement at the executive level. Physical barriers were also significant, and a number of participants from regional campuses expressed the need for better videoconferencing capabilities.

Team members also indicated the need for more clearly defined leadership roles to avoid confusion and wasted time.

Most of the comments about future phases suggested a continued focus on projects, including completion and assessment of existing projects, and future opportunities to propose a project or join a project team.

Participants in the Task Forces phase of 2013 expressed a concern that the process would founder, and that their hard work would be wasted. That concern was echoed by Implementation Community members, and it remains valid. It will be the job of the next group to find ways to include more OSUL faculty and staff in the process, and to ensure that the momentum generated so far isn’t lost.

Appendix C: Long-Term Plan 'Pyramid'



(Created by Dan Noonan)